



## LESSON #5

# ESTABLISH YOUR PARTNERSHIPS AS EARLY AS POSSIBLE

Teaming with other businesses can help you fill competency gaps and increase your probability of winning. Importantly, any partnerships should be fully formed before a bid kicks off, otherwise you'll waste valuable bid time on partnership negotiation.

### WHEN FORMING YOUR PARTNERSHIPS, CONSIDER THE FOLLOWING:

<b>STEP 01</b>	<b>Choose carefully</b> A partnership is like a marriage - don't enter in to it lightly. Look for partners who will strengthen your offer and provide an expertise or product that you don't have and can't develop. Ensure you are aligned on vision, values, commitment, delivery approach and risk appetite. And ideally, look for a partner that you see broader potential to work with than just one bid.	
<b>STEP 02</b>	<b>Decide your structure</b> Agree what the structure of the partnership will be, as well as the scope split, roles, cost sharing arrangements, expectations for investment and resourcing and so forth. Ideally, the partnership structure will reinforce your competitive advantage and be simple for the client to understand.	
<b>STEP 03</b>	<b>Tighten your alignment</b> Hopefully you selected a partner that was already on the same page as you for vision, values, commitment, delivery approach and risk appetite. Now, you need to start becoming a team. Engage a teaming coach, set up a shared office to enhance communication and collaboration, create opportunities to get to know each other on a personal level, and deepen your understanding of each other's objectives.	
<b>STEP 04</b>	<b>Document the deal</b> The next step is to prepare the documentation to formalise the partnership. It is important to do this before the bid kicks off, and ideally even execute the agreements, to avoid the temptation to renegotiate the deal during the bid phase.	
<b>STEP 05</b>	<b>Get to work</b> Every team evolves through the phases of forming, storming, norming and performing, and of course the ideal situation is for your team to be performing during the bid phase. This means you need to progress through the previous 3 phases which can only be achieved by working together.	

“ The selection of bidding partners is crucial. And importantly, each company must have a clear understanding of what each other's level of governance and risk appetite will be. Partnering takes time, willingness and intimacy, and when partnerships aren't well formed before the bid period starts, it is very difficult to succeed.

- *Andy Spink, Executive General Manager - Downer Group*

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